

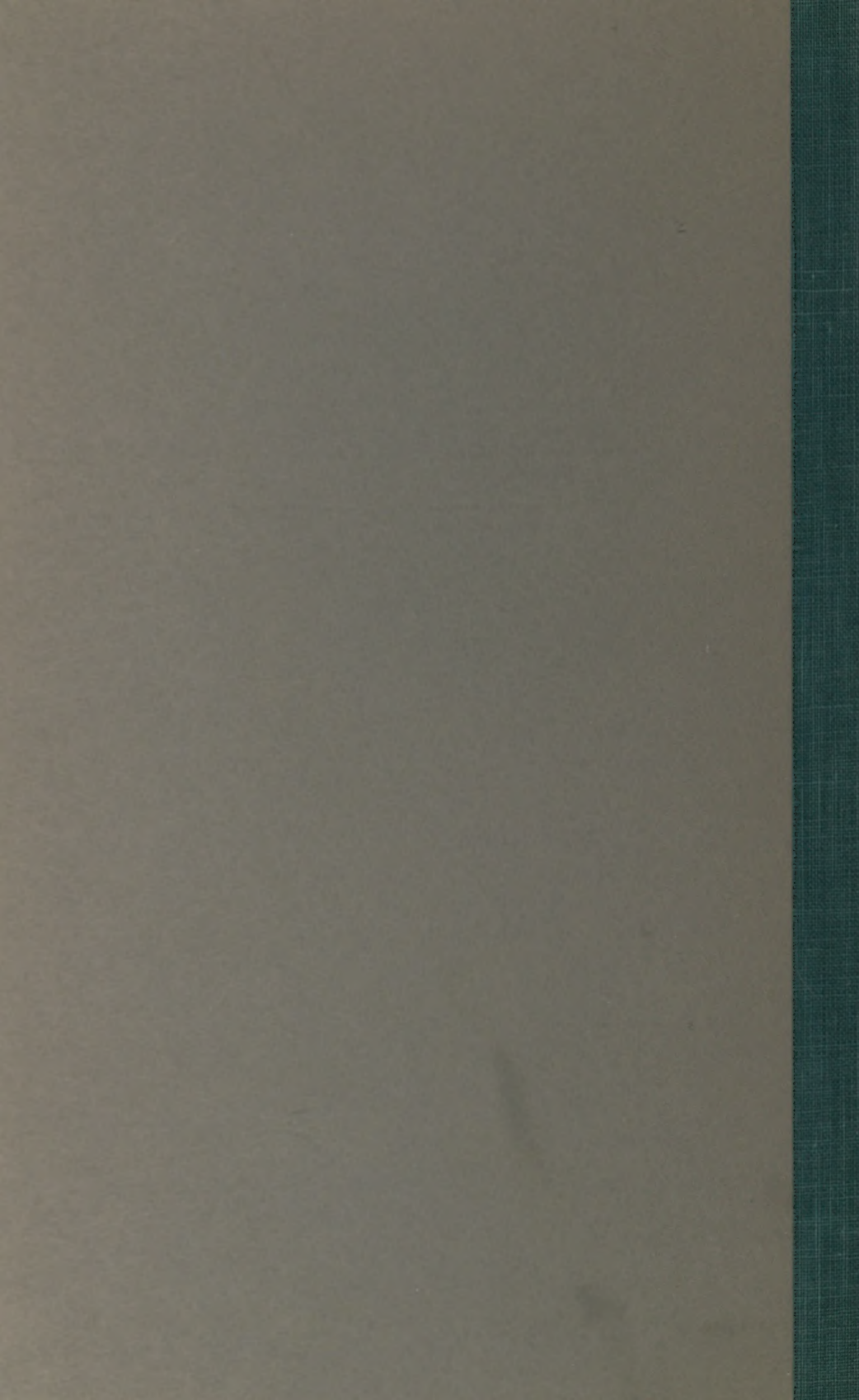
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Co-operation versus
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Co-operation versus Competition

between

Motor Truck and Railroad Transportation

by

W. H. LYFORD

Vice-President, Chicago and Eastern Railway Company,
Chicago, Ill.



An Address delivered at the Second National Conference on Education for Highway and Highway Transport Engineering, held under the auspices of the Highway Education Board, at Washington, D. C.

NATIONAL AUTOMOBILE CHAMBER OF COMMERCE
NATIONAL MOTOR TRUCK COMMITTEE
366 Madison Avenue, New York City

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KEYNOTE QUOTATIONS FROM THE ADDRESS

"The most important field for co-operation between the railway and the truck is offered by collection and delivery of l. c. l. freight in large cities."

"The combined l. c. l. freight of all the railways reaching a city could be collected and delivered by a properly equipped single trucking organization, working in full co-operation with the railways, at less cost than is now paid by the traders in that city for their cartage, and still yield a valuable profit to the trucking organization".

"Another field for the profitable use of the motor truck is the transportation of freight between communities which are served by branch lines of railway, on which the traffic is too light to pay the expenses of any kind of railway transportation"

"Unless there is a radical change from present practices in railway transportation in the United States, our great transportation system, which is the wonder of the world, will become a hindrance to the further progressive development of this country".

THE transportation of goods is an absolutely essential requirement for the family, industrial and commercial life of a civilized people. The furnishing of transportation is sometimes considered a function of the Government, but the people of the United States will not permit the government to perform transportation, except through the mail service and for packages weighing 70 lbs. or less. All other transportation of goods must be performed by the person requiring it, or by a carrier for hire. This discussion will be confined to highway and railway transportation of goods for hire.

Complete Transportation

Transportation is not completed until the goods are moved all the way from the premises of the shipper to the premises of the consignee and, for brevity, we will call such movement "complete transportation." Also for brevity, we will use the British term "trader," which includes both shipper and consignee, or all persons for whom transportation of goods is furnished for hire.

The trader is concerned only with complete transportation. His greatest need is that complete transportation shall be furnished with regularity and within reasonable time. His secondary need is that the charges which he must pay for complete transportation shall not be more than the traffic will bear, without curtailing his profitable trade.

Complete transportation cannot be furnished regularly and promptly unless the charges of the carrier are high enough to pay all of the expenses of carriage and a profit sufficient to warrant the investment of capital and energy in the installation of the transportation service and in increasing the service as traffic increases. In normal times, the volume of freight traffic in this country increases at a rate of not less than 6 per cent per year.

The trader is entitled to the best transportation service which can be furnished for the charges which he pays and it is the duty of carriers who, singly or jointly, undertake to furnish complete transportation, to make their charges as low as is consistent with the maintenance of adequate, regular and prompt service.

Four Classes of Transportation

We are accustomed to think of the transportation of goods as divided into four general classes: parcel post, express, less-than-carload or package freight (commonly called l. c. l.), and car-load freight.

The essential difference between car-load and l. c. l. freight is that car-load freight is loaded and unloaded on an industry track or a team-track by the trader, or by some one employed by him, while l. c. l. freight is loaded and unloaded and passed through a station, at the expense of the railway. Consequently, car-load rates are substantially less per ton than l. c. l. rates, for carrying the same goods.

Collection and Delivery

Whether the government, the express company or the railroad company undertakes to transport the goods, the railway actually performs the entire transportation service, except the movement between the premises of the traders and the stations of the railway companies. Such movement is called "collection and delivery." Parcel post is not collected, but is delivered by the government. Express is collected and delivered by the express company. Freight is collected and delivered, not by the railway company, but by the trader or by the owner of trucks or teams, whom we will call "the trucker."

Because the railway does not furnish collection and delivery and that service must be performed by or at the expense of the trader, the traders have located their industries as close as possible to railway stations. Consequently, the vicinity of the freight station is usually a congested district in any large city. If the railway furnished collection and delivery, the location of the freight stations would be immaterial to the trader. A distance of two miles between

the locations of two stations in a large city may make a difference of 300 per cent. in the interest charges on the real estate occupied by the stations. In Chicago the interest charge alone on real estate at 12th St. on which a freight station is located, is more than \$2.30 per ton of freight handled through the station. If the station were located at 33rd St., such interest charge would be reduced to about 80 cents per ton. The amount of interest saved by moving the station to 33rd St. would pay the cost of well organized cartage between the 33rd St. station and the premises of the trader. The present cartage charges would be saved.

High Cost of Terminals

Could Eliminate Large Stations

Out-bound freight is moved to the station in whatever way and at whatever time the trader chooses, during the business day. In-bound freight is removed from the railway station in whatever way the trader chooses and, on the average, about three days after the freight arrives. Therefore, the station becomes a storage warehouse, congested with piled-up freight awaiting delivery to the trader, at his convenience. With collection and delivery service controlled by or in full cooperation with the railway, large freight

stations with storage facilities would be unnecessary. A narrow platform, with a roof over it and with tracks on one side and a highway on the other, is all that would be required.

With very few exceptions, railway freight stations in large cities already are so congested that, unless we can find some way to pass more traffic through the existing facilities, or to keep on enlarging and multiplying them, by extravagant expenditures for additional real estate and track connections, the railways will not be able to handle the normal increase in freight traffic.

Railway companies are organized to furnish transportation. Storage is a separate field for enterprise. The public warehouse is needed and should be fostered because it can be operated at a profit. Storage in railway stations rarely is profitable to the railway company and it seriously interferes with the legitimate function of the railway to furnish transportation.

Limitations

The fields within which complete transportation of goods can be furnished by highway alone or by railway alone are limited.

There are very few industries or residences in the continental United States, which are not connected with each other by highway and it is physically possible to perform complete transportation of goods by highway, between almost any two industries or residences. But such transportation is most economical only when limited to

the movement of goods between homes or industries which are within reasonable trucking distance from each other. The determination of such reasonable distance depends on many conditions and a competent truck expert will place it anywhere between 25 and 150 miles. Of course, there are emergencies and peculiar industrial conditions which, in rare cases, make trucking economical over a distance of several hundred miles, but such cases are negligible in the consideration of the whole field of highway transportation.

On the other hand, comparatively few industries and practically no residences are connected with each other by railway. Therefore the field for complete transportation of goods by railway is restricted to the movement of car-load freight between those industries which have direct rail connections. In that limited field the

railway is the most economical means of transportation. A fair example is the movement of coal from a mine to an industry located on a side track.

Competition

In this country, four different agencies are competing with each other for the transportation of the same goods; parcel post, the express company, the railway and the trucker. While the parcel post and express are transported over railways, the government and the express company compete with each other and with the railway for the carriage of packages weighing 70 lbs. or less, and the trucker competes with the three other agencies.

Competition for the local carriage of goods within city and suburban areas ought to be welcomed by the railways, as they perform this service at an actual loss, while the trucker can perform it at a profit. On the other hand, competition with the railway for the carriage of goods through rural districts, along main lines of railway, is harmful to the railway and unprofitable to the trucker.

Co-operation

For parcel post there is complete cooperation between railway and highway transportation, as the government has its own cartage system. There is like cooperation in the express business, as the express company operates its own trucks and wagons. For freight traffic, there is hardly any cooperation between the railway and the motor truck.

I have marshalled the foregoing facts, without any idea that they would be new to you but that they might form a background for the statement: THAT UNLESS THERE IS A RADICAL CHANGE FROM PRESENT PRACTICES IN RAILWAY TRANSPORTATION IN THE UNITED STATES, OUR GREAT TRANSPORTATION SYSTEM, WHICH IS THE WONDER OF THE WORLD, WILL BECOME A HINDRANCE TO THE FURTHER PROGRESSIVE DEVELOPMENT OF THIS COUNTRY.

Five years ago, when our railway system was placed under Federal control, its march of progress was halted and it has never regained its stride. Its development has not kept pace with the industrial development of the country, because its revenues have not been sufficient to attract the additional capital necessary to finance the cost of normal additions and betterments to road and equipment.

The public is clamoring for lower rates, while existing rates are not high enough to produce the net railway operating income which, as determined by the Interstate Commerce Commission, the railways are entitled to earn. Still the tendency of the Commission is to reduce rates and there is no reasonable hope of increasing them.

Disregarding the temporarily bad condition of railway equipment resulting from the existing strike of the shop crafts, the only limitation on the volume of traffic which the railroads can move is due to the railway terminal facilities which are inadequate to take care of the traffic which easily could be transported over the main lines of railway.

Must Reduce Terminal Costs

Under existing rates, the line haul of freight would be highly profitable, if the revenue therefrom were not absorbed by constantly increasing terminal expenses. If the railways are to remain solvent and carry the traffic for which rail transportation is demanded, they must find a way, first, to reduce terminal expenses, and second, either to enlarge their terminal facilities or to pass more traffic through the existing facilities. How to do these things is in my opinion the most important problem before the American people. I have devoted to it all the time I could spare from my regular duties during the past 15 years, and have arrived at the definite conclusion that the problem can be solved only by remedying the following evils:

First—Too low compensation paid to the railways for carrying parcel post and express on expensive passenger trains.

Second—Lack of organized collection and delivery service, which lack makes it necessary to furnish unreasonably large and expensive freight terminal facilities, and an unreasonably large supply of freight cars.

Third—The use of box cars for the transfer of l. c. l. freight between railway stations in large terminal areas. The trucker could perform that necessary service more quickly and economically. Thousands of box cars thereby would be released from an unprofitable service and would substantially increase the carrying capacity of the railway.

Fourth—The use of box cars as trap cars, for moving l. c. l. freight through terminal areas for industries which have rail connections, and the iniquitous absorption by the railways of trap-car subway and lighterage expenses, which is equivalent to furnishing free cartage to the favored few large traders, in discrimination against the average trader, who is obliged to provide or pay for his own cartage.

Fifth—The operation of branch lines on which the traffic is too light to sustain railway transportation and which could be served better and at far less expense by the motor truck.

Advantages of Co-operation

The most important field for cooperation between the railway and the truck is offered by collection and delivery of l. c. l. freight in large cities. Comparatively few trucks are used in this service, first, because there is no cooperation between the truckers themselves, and second, because there is no co-

Common Tasks for operation between the trucker and the railway.
Rail and Truck As the collection and delivery of l. c. l. freight in large cities is now conducted, the delays to trucks in reaching the station door and in loading and unloading the truck, make unprofitable the use of the truck in station service, so that by far the greater part of this service is performed by horse-drawn vehicles. Truck transportation is only profitable when the truck can be kept moving the greater part of the time.

Notable experiments have been tried in the United States for handling the collection and delivery of the freight of one railway company in a large city and, so far as I have been able to learn, none of them have been successful. No single railway company receives and delivers freight from and to every part of a large city in sufficient volume to make profitable the collection and delivery of such freight by a trucking organization. I am satisfied, however, that the combined l. c. l. freight of all the railways reaching a city could be collected and delivered by a properly equipped single trucking organization, working in full cooperation with the railways, at less cost than is now paid by the traders in that city for their cartage, and still yield a reasonable profit to the trucking organization.

For many years, the Canadian railways have furnished collection and delivery in the principal cities of Canada, under separate cartage tariffs. The president of one of the largest Canadian railways is my authority for the statement that his railway could not possibly handle its traffic through its present terminal facilities without well organized collection and delivery service.

British Transport Practice

In England, Scotland and Wales, the railways are furnishing collection and delivery at practically all of their stations. Knowing this, I devoted a few days last year and several weeks this year to intensive study of the collection and delivery service in England and Scotland, principally in the great cities of London, Manchester and Glasgow. I was given exceptional opportunities and assistance for the investigation at close range of the terminal operations of the principal English and Scotch railways. As you perhaps know, the general manager is the chief executive officer of a British railway. The several general managers with whom I discussed these problems in Great Britain were unanimous in expressing the following conclusions:

First—That the collection and delivery of freight, at terminal cities and in large industrial centers, by a single trucking organization, is absolutely essential to the most efficient operation of freight stations and that with such a trucking organization co-operating with it, the railway company may control the time of collection and delivery of freight and is able to operate its stations throughout the 24-hour day if necessary, and to use the same platforms and forces for handling in-bound and out-bound freight.

Second—That collection and delivery can be furnished under a separate tariff at rates high enough to produce an actual profit from the cartage operations, after paying all expenses, and low enough to induce 95 per cent. of the traders to avail themselves of the organized collection and delivery service rather than to perform it themselves.

Third—That in England, where the general conditions are substantially like those in New England, the railways and the traders have prospered under unified cartage systems, without any substantial additions to station facilities.

In all of these conclusions of the British railway managers I heartily concur and I believe they ought to be adopted by American railways.

Operations Here and Abroad

Contrast the operations of a large terminal freight station in the United States with a typical British "goods" station.

In this country, the in-bound freight is handled over one set of platforms by one working force and the out-bound freight is handled over another set of platforms by another working force. Each set of platforms and each working force is operated through the entire business day, as freight is taken away from the in-bound station and received at the out-bound station during the entire day. The in-bound platform is piled up with freight awaiting delivery, interfering with the movement of freight across the platform. When the in-bound cars are unloaded, they must be pulled out of the station and set into the out-bound station for loading the following day.

In a typical British station, the same platforms are used to handle not only the in-bound and out-bound traffic, but also a third class of traffic and they are operated through the entire 24-hour day.

When the day force goes on duty at 8 A. M., a line of cars loaded with in-bound freight is standing on one side of the station platform and a continuous line of trucks or "lorries" are backed up to the other side of the platform. The city is divided into districts and the freight for one district is loaded into one or more lorries, there being more lorries at the platform than there are districts in the city. As soon as a lorry is fully loaded, a driver is summoned by telephone from a nearby stable. He comes with a heavy Clydesdale horse and drives away with a 3-ton load to the proper district, where he makes delivery. When one lorry is loaded and driven away, another empty lorry is backed into its place, loaded and driven away.

**Methods of
Distribution**

Station Kept Clear at Noon

Before noon, all of the in-bound freight has been removed from the cars and delivered by lorries. At 1 P. M. the station platform is clear and ready to receive the out-bound freight which is collected

and delivered at the station by the same drivers who delivered the in-bound freight in the forenoon. All of the out-bound freight is collected before 5 P. M. loaded into cars and dispatched before midnight. The platform is again clear and ready to receive the heavy fish and vegetable traffic which begins to arrive at 1 A. M. and is delivered at the markets before 6 A. M. At 8 A. M., the platform is again clear and the empty lorries are standing at the platform ready for the in-bound merchandise.

For collection and delivery in this country, demountable truck bodies, trailers or semi-trailers doubtless would be used instead of the British lorries and gasoline or electric tractors would be substituted for Clydesdale horses. On our station platforms, we doubt-

Suggested

Improvements

less would use 4-wheel trailer trucks drawn by electric tractors instead of the old-fashioned 2-wheel trucks which are used in Great Britain.

In fact, I left that country with the firm conviction that with our American methods applied to the British system of collected before 5 P. M., loaded into cars and dispatched before and better service would be rendered than is now rendered in Great Britain.

Three of the great English railways have combined their collection and delivery service in London with most satisfactory results and I was assured by the manager of the combined service that, if all of the railways reaching London would join in the combination, he could effect even greater economies than he had already accomplished.

Separate Tariffs Recommended

I am well aware that the average railway manager in this country fears to encourage the establishment of collection and delivery service because of the danger that the railway will be required to pay the cost of the service and thereby increase the terminal expenses. I would not recommend that the collection and delivery service be forced upon the trader, but rather, that it be offered to him under separate cartage tariffs at rates which would be less than the trader's present cartage expenses. I believe that the result would be the same as it has been in Canada and Great Britain where the collection and delivery service has been accepted voluntarily by a large majority of the traders.

There is a second field for cooperation between the motor truck and the railway, which would require a more radical departure from present methods than the one just mentioned, but which would produce even more beneficial results to all parties concerned. It is the organized delivery of car-load freight from public team tracks in large terminal areas.

As already stated, this freight is now loaded, unloaded, collected and delivered by the trader, or at his expense. In different cities the trader is allowed from 2 to 5 days within which to unload cars after he has received notice that they are ready to be unloaded.

Generally speaking, there is a shortage of team tracks in the central districts of large cities and it is next to impossible for the railroads to furnish additional team tracks. Cars must be held in the

Remedy for	outer yards until there is room for them on the
Shortage of	team tracks, and then they must be held on the
Freight Cars	team tracks until it is convenient for the trader,
	or his trucker, to unload them. The necessary

consequence is that large terminal districts are full of idle cars, and I think it is safe to say that the average time that box cars are delayed at the Port of New York and in the switching district of Chicago is 10 days per trip. If all of the freight cars which carry loads into Port of New York, the switching district of Chicago, and other large terminal areas, could be unloaded on the day of their arrival, they could be loaded out on the same day, or the following day, and the present freight car equipment of the railways would be sufficient to meet all transportation needs for several years to come.

Competition Injuring Trader

Competition between the railways to outdo each other in affording privileges to the traders has brought about a situation which is crippling the freight car supply and thereby is injuring the trader more than he is benefited by the allowance of an unreasonable time within which to load and unload car-load freight.

At the present time there is a serious shortage of freight car equipment in all parts of the country. The railways, the commercial organizations and public authorities are urging the traders everywhere promptly to load and unload cars in order to reduce the idle

time of freight cars and supply the crying need for more cars to move accumulated freight. Notwithstanding these appeals, the car shortage is not being substantially remedied.

In my judgment, a new system of delivering car-load freight must be adopted and it will require the cooperation, not only of the railways and the truckers, but also of the traders, warehousemen, the Interstate Commerce Commission and the State Utilities Commissions.

The rules relating to free time for holding loaded and empty cars, awaiting the convenience of the traders, should be so modified as to insure the unloading of cars within 24 hours after they are ready for unloading and the loading of cars within 24 hours after they are placed at the disposal of the trader.

Radical Change Suggested

I realize that this is a radical change and would deprive the trader of a substantial amount of free storage which he has always enjoyed and would require him to pay warehouse charges on such inbound freight as he is unable to receive on the day of its arrival. This apparent disadvantage, however, could be, to some extent, offset by cheaper cartage furnished by an organized collection and delivery service and the warehouse charges might be reduced substantially by cooperation between the railway, the trucker and the warehouseman.

The importance of cutting down the idle time of cars is shown by the fact, which I believe can be established, that the average time required by a freight car, in car-load freight service, to make a round-trip is about 20 days, and of that time, the car is actually moving in line haul, loaded or empty, only 2 2/10 days, and it is actually earning revenue only 1 1/2 days out of the 20 days required for the round trip.

Branch Line Service

Another field for the profitable use of the motor truck is the transportation of freight between communities which are served by branch lines of railway, on which the traffic is too light to pay the expenses of any kind of railway transportation. Such branches are almost innumerable and are scattered over every part of the country. They were built before motor transportation was per-

lected and, undoubtedly, they have performed a necessary public service, but they have outlived their usefulness.

Use of Trucks The transportation furnished over such branch
by Railways lines could be performed better and more cheaply
by motor conveyances over the public highways.

No more such branch lines ought to be or will be constructed, if the trucker will take over the field and occupy it intelligently and efficiently. In recent years, I have known of several cases where railways seriously have contemplated the construction of branch lines, to reach small cities and towns, and, on investigation, have found that they could better afford to establish their own truck service, and the proposed branches have not been built.

I will go further and state that I think that all such money-losing branch lines, along which transportation by truck over existing highways could be furnished at less expense, should be abandoned. The better and less expensive truck service should be substituted by the railroad company, if the trucker will not occupy the field.

Who Will Benefit Through These Changes?

Five parties are interested in bringing about the changes we have outlined:

The whole public would be benefited in that the city streets would be relieved from the congestion caused by wagons and trucks carrying small lots of freight to and from the railway stations. The new rural highways would last longer, as the co-operation of railway and truck would put an end to long-distance trucking.

The trader would get better service at less cost.

The motor-truck industry and existing cartage companies and private truckers who would co-operate with the railways would vastly increase their field for profitable operation.

The warehousemen would profit by the addition of the storage now furnished by the railways.

The railways would cut down their terminal expenses and would increase their capacity for service.

The trucker has distinct advantage over the railway, in that highways are constructed by the general public, through some form of taxation, while the railway is constructed at the private expense of the railroad company.

Land Subsidies Justified

In the early history of this country, public lands and moneys were contributed to a few railway companies, to induce them to build railways in territory which greatly needed transportation, but such donations have long since been repaid by the enhancement in the value of the taxable property, whose development has followed the railroad and would not have occurred without the railroad.

The railway, through taxation, pays a large share of the cost of constructing and maintaining highways, while the trucker pays no part of the cost of constructing or maintaining the railway. If the trucker is to compete with the railway, either he should pay a substantial part of the cost of constructing and maintaining the highway or the railway should be relieved of taxation for highway purposes.

If, however, the trucker, first, would perform that part of transportation furnished by the railway at an operating loss and on which the trucker could make a reasonable profit; second, would cease to compete with the railway for the traffic which the railway can carry at a profit and on which the profit of the trucker is very doubtful; and third, would cooperate with the railway in handling traffic which requires transportation both by rail and highway; in other words, if the truck would supplement the railway service instead of competing with it, then it would be to the interest of the railway that the expenses of the trucker should be reduced to the lowest possible limit, and, in my judgment, the railway could well afford to pay substantial taxes for highway purposes and to make no objection to the free use of the highway by the trucker.

There is a steady and, for the trucker, an alarming growth of public sentiment in favor of imposing upon the trucker a more substantial part of the cost of maintaining and renewing public highways, which, it is claimed, are destroyed by heavy trucks almost as fast as the highways can be constructed. If the public were satisfied that the truck was only used as a common carrier where the railway could not furnish as good and as cheap a service as the trucker furnishes, I believe the public would cease demanding that greater burdens be placed upon the trucker, which would increase the cost of his service.

No Single Scheme Universal

No single scheme of operation will fit all terminal situations.

The situation at the Port of New York seems to me to demand the use of motor trucks with demountable bodies or trailers to move the freight by way of ferries and city streets between railway terminals on the New Jersey shore and inland off-track stations in the different industrial centers of New York.

Demountable Bodies for N. Y. Freight The movement across the rivers is now made principally in freight cars on car floats. By the use of ferry boats and inland off-track stations, the railroads would be able to release large holdings of very valuable dock property on both sides of the rivers and such property would become available for the docking of ocean steamships for which there is great demand.

The inland stations could be constructed on much less valuable property and, if used as universal stations for all railways and steamship companies, they would offer superior advantages for upper floors which could be devoted to warehousing or other industrial purposes. I have been assured by New York real estate men of great experience that they would undertake to secure sites for such inland stations in all parts of New York and the construction thereon of buildings in which the first floors would be adapted for use as railway stations. They were willing to guarantee that the station floors would be leased permanently to the railway companies at nominal rentals on condition that the occupants of the upper floors might have access by elevators to the station floor for the receipt and delivery of freight, without any expense for cartage.

All this traffic now passes through the streets of New York. An organized truck service would substantially reduce the number of vehicles on the streets and the cost of the service would be much less than the expense of the present car float operations.

Collection and delivery of freight between the inland stations and the premises of the traders would be much more economical than the present cartage charges which the New York traders are obliged to pay.

Chicago Situation More Complex

The situation at Chicago is more complex. The distances are so great and the railway systems so completely cover the city that

I think the railways must supplement the truck service for movements over long distances.

In Cincinnati, an organized truck service is in operation and conducts most of the transferring of freight between the city stations of all the railroads centering there. All stations are equipped with the necessary machinery for handling loaded and empty 5-ton demountable, truck bodies, which are loaded and unloaded on the station platform and promptly moved by chasses, under the control of a truck dispatcher. This station to station service could easily be extended to the various industries. In fact, some of the largest traders in Cincinnati already have requested such extension of service.

At St. Louis, organized motor truck service with trailers and semi-trailers has long been in operation between the freight stations at East St. Louis and inland stations in St. Louis. The service conforms closely to that outlined for the Port of New York, except that the trucks cross the river on high bridges instead of ferry boats.

At St. Paul and Minneapolis, the Great Northern and Northern Pacific railway companies for many years have used large box cars as freight stations for out-bound l. c. l. freight, in different parts of both cities. When the cars are loaded, they are switched to a common transfer station, about half way between the Twin Cities, and there the freight is transferred from the station cars to line cars for any destination on either railroad.

Fewer Cars Needed

The Chicago, Milwaukee and St. Paul Railway Company is using a similar service at the Twin Cities. The president of the latter company, several years ago, assured me that, by substituting that service for the separate stations previously used in each city, his company had been able to move its increasing freight traffic with 40 per cent. less cars than previously were required for movement from separate stations in each city.

I believe that for every city there is a practical solution which, with the full cooperation of railways and trucks, would result in the movement of freight through the city stations as soon as it arrives there and would thus enable the railway to furnish much more transportation service without increasing its facilities and without increasing its charges for transportation.

Conclusion

The truck should supplement the railway and not compete with it. Wherever complete transportation can be furnished by the truck more efficiently and cheaply than by the railway, the truck should be used. Wherever the railway service is adequate and profitable and less expensive than truck service, the railway should perform the service. Where the best and cheapest service can be furnished profitably by railroad and truck combined, the railway and the trucker should cooperate in furnishing that service. The railway and the truck should keep out of each other's special territory and less expensive service.

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